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MAR 7 1952

MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Transmittal of Staff Study Concerning
the Personnel CeilingREFERENCE: DD/P memo of 11 February 1952, Subject:
Personnel Ceiling

1. In response to the query contained in referenced memorandum respecting the effects of the personnel ceiling upon the current and planned operations of OSO, there is transmitted herewith a staff study comprising a general analysis of the subject. The various problems posed by the inconsistency between the present ceiling and our operational objectives are presented, together with our considered recommendations for solution.

2. Specifically, the study points out that any ceiling must be directly related to approved Tables of Organization to provide a firm basis upon which to plan, direct, and organize our operational activities. Since there is no discernible relationship between the two at the present time, much operational indecision and uncertainty in the planning field has resulted. Our primary recommendation, therefore, is that Tables of Organization and ceilings be brought into a direct relationship constituting Agency acceptance of OSO personnel requirements.

3. As a corollary to this recommendation, we request acceptance of a revised Table of Organization basing our contention for what may appear to be special consideration in this regard upon the fact that the average rate of growth of the Office during the past year (Headquarters and field) has averaged persons per month which demonstrates that OSO has observed the necessity for restrained recruiting.

Acting Assistant Director
Special Operations

Attachment
Staff Study

cc: ADD/P(A)

3/4/81

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SECURITY INFORMATION

MAR 7 1952

TO: Deputy Director (Plans)

FROM: Acting Assistant Director for Special Operations

SUBJECT: Application of the Personnel Ceiling
to the Office of Special Operations

1. PROBLEM.

- a. The personnel ceiling established on 21 January 1952 is not considered by OSO to be in consonance with either present or planned commitments and functional responsibilities of this Office.
- b. If the ceiling is maintained, damage may well result to significant operations, even though this may not become apparent immediately. Operational plans, and the planning function itself, are, moreover dislocated by the inconsistency between the present and contemplated Table of Organization on the one hand and the personnel ceiling on the other.

2. FACTS BEARING ON THE PROBLEM.

- a. The Office has never been staffed to a point commensurate with its responsibilities, which have recently been increased, while the personnel ceiling as applied virtually coincides with the personnel now on duty or in process. (Annex 1)
- b. In the preparation of this study, the ever-present necessity for more efficient utilization of current personnel assets has been fully recognized. It should also be remembered, however, that this Office has long endeavored to create a permanent and secure espionage organization through gradual expansion of its operational coverage. Should the listing of some of the following operational tasks appear to be a citation of initial efforts at perhaps too late a date, the plain fact of the matter is that OSO personnel assets are spread too thin at the present time to meet many of the most rudimentary requirements of the profession.
- c. A number of functions of common concern to all the elements of the DD/P complex have been assumed by OSO and cannot be adequately or efficiently discharged without additional personnel. A certain number of the necessary people can, of course, be obtained through mutual adjustment between contributing Offices; nonetheless, adequate handling of the function in contrast to past neglect will, in most cases, require more persons than have previously been committed.

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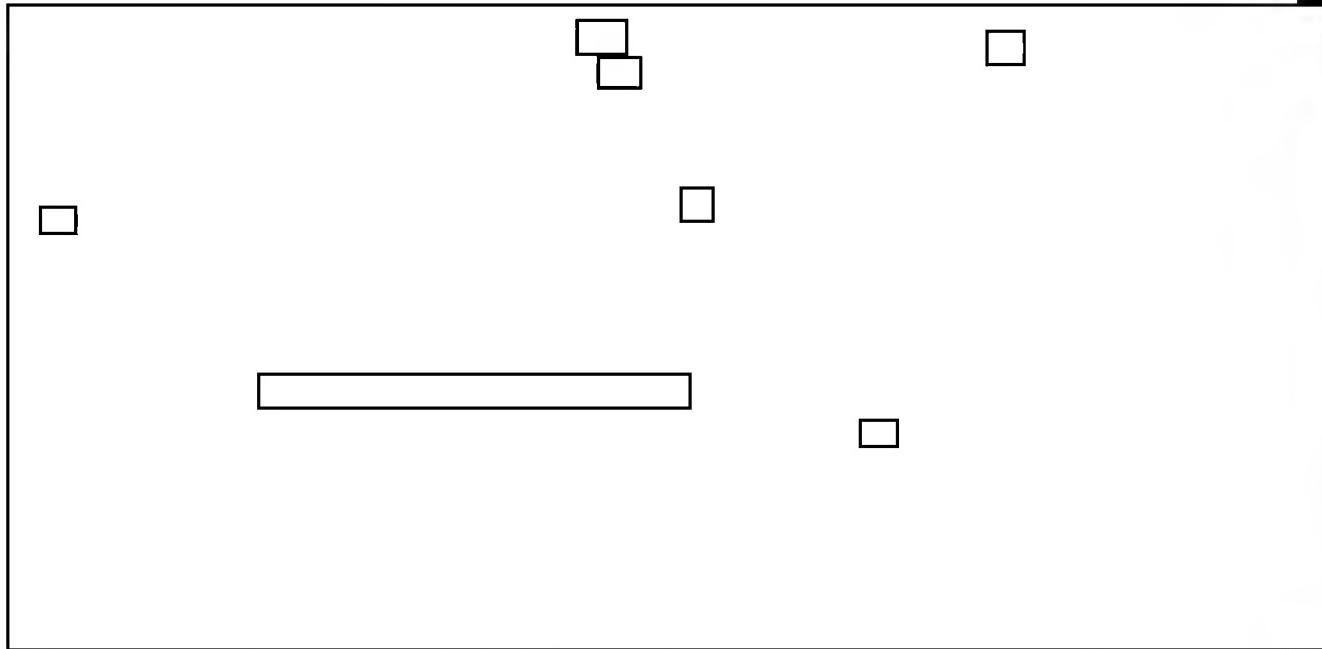
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e. Respecting staff functions peculiar to OSO, there are some, such as Intelligence Audit and Requirements Control, which are considered essential to the management of current operations in their present scope and magnitude but which are not yet manned at all. Other units with partially filled Tables of Organization, such as the Operations and Plans Staffs, are functioning with a minimum of personnel and a maximum work load. Personnel requirements in the former category are estimated to be while the requirements of the latter, being a derivative of our fundamental approach to the operational problem, cannot well be estimated owing to the very uncertainty of that approach in terms of personnel.

f. In as much as the necessary expansion of operational and support facilities for the coverage of priority targets and the exploitation of targets of opportunity create a constantly increasing demand for replacement personnel, there are a great number of projected operations directly and adversely affected by the ceiling. Among the activities of immediate urgency are:



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ROUTING AND RECORD SHEET

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INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

Executive Registry

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REFERENCES

Q. What is the name of the author of the book "The Art of War"?

ANSWER

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Date: 0.08/63